



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY

HEADQUARTERS 1st BRIGADE, 1st INFANTRY DIVISION (MECH)
FORT RILEY, KANSAS 66442-5100

Brigade Command Policy Letter #1

AFZN-BA

1 June 2006

MEMORANDUM FOR 1st Brigade, 1st Infantry Division (Mechanized)

SUBJECT: Brigade Commander's Open Door Policy

1. As Brigade Commander, I maintain an "Open Door" to all members of the 1st Brigade Combat Team.
2. Most problems can be solved by the chain of command. When Soldiers have attempted to solve a problem through their leaders, but feel that their problem has not been adequately addressed, they should feel free to see me personally.
3. A Soldier's or family member's desire to speak to me will not be taken negatively. Recommendations on improvements, as well as problems, are welcome. Appointments for enlisted Soldiers to see me may be scheduled through the Brigade CSM; officers may be scheduled through the Brigade Adjutant. My intent is to talk to Soldiers within 24 hours of the time they request to see me under this open-door policy.
4. This letter will be placed permanently on unit bulletin boards.
5. Each unit will ensure this letter is read by all assigned and attached personnel during inprocessing.
6. "Devil Brigade!"


JEFFREY D. INGRAM
COL, AR
Commanding



DEPARTMENT OF THE ARMY

HEADQUARTERS 1st BRIGADE, 1st INFANTRY DIVISION (MECH)
FORT RILEY, KANSAS 66442-6100

REPLY TO
ATTENTION OF

Brigade Command Policy Letter #2

AFZN-BA

1 June 2006

MEMORANDUM FOR 1st Brigade, 1st Infantry Division (Mechanized)

SUBJECT: Brigade Commander's Policy on Sexual Harassment

1. References.

- a. Army Regulation 600-20, Army Command Policy, 01 Feb 06, Chapter 7
- b. CG's Policy Letter 11-2

2. Purpose. To define sexual harassment and to emphasize the importance of establishing an environment free of discrimination.

3. Background.

a. Sexual harassment destroys teamwork and negatively affects combat readiness. The Army bases its success on mission accomplishment. Successful mission accomplishment can be achieved only in an environment free of sexual harassment for all personnel.

b. The prevention of sexual harassment is the responsibility of all Soldiers and DA civilians.

4. Definitions.

a. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

(1) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, career, or

(2) Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person, or

(3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile or offensive working environment.

b. Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a Soldier or civilian employee is engaging in sexual harassment. Similarly, any Soldier or civilian employee who makes deliberate or repeated unwelcomed verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

c. Sexual harassment is not limited to the workplace; it can occur almost any place. Occurrences include both on and off post, during duty and non-duty hours, and violate acceptable standards of integrity and impartiality required of all military and civilian personnel. Sexual harassment interferes with mission accomplishment and unit cohesion and will not be tolerated.

5. Policy.

a. Sexual harassment is unacceptable conduct and will not be tolerated. I expect every leader, manager, and supervisor assigned or attached to 1st Brigade, 1st Infantry Division (Mechanized) to set the example concerning equal opportunity and act expeditiously and appropriately when allegations arise. Commanders will conduct Prevention of Sexual Harassment Classes semi-annually as part of their Life Skills training program.

b. Each member of this Brigade has the right to present a complaint to the command without fear of reprisal, intimidation or harassment. Processing complaints through the chain of command is the preferred course of action. Should one feel uncomfortable in filing a complaint with the chain of command, or if the complaint is against a member of the chain of command, the individual may contact the following agencies:

- (1) Higher echelon of complainant's chain of command
- (2) Equal Opportunity Advisor
- (3) Chaplain
- (4) Inspector General
- (5) Provost Marshal
- (6) Staff Judge Advocate
- (7) Medical Agency Personnel

6. This policy will be posted permanently on the bulletin board of every company and battery assigned to this Brigade.

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SUBJECT: Brigade Commander's Policy on Sexual Harassment

7. Supersession. This policy memorandum is a new command policy as directed by AR 600-20, 01 Feb 2006.

8. "Devil Brigade!"


JEFFREY D. INGRAM
COL, AR
Commanding



DEPARTMENT OF THE ARMY

HEADQUARTERS 1ST BRIGADE 1ST INFANTRY DIVISION
FORT RILEY, KANSAS 66442-5200

REPLY TO
ATTENTION OF

Brigade Command Policy Letter #3

AFZN-BA

1 June 2006

MEMORANDUM FOR 1st Brigade, 1st Infantry Division (Mechanized)

SUBJECT: Brigade Commander's Policy on Equal Opportunity

1. The leadership of this brigade is fully committed to the United States Army's Equal Opportunity Program and the principles upon which it is based. Our Soldiers must know they will be treated fairly, and with dignity and respect, in all aspects of their profession. They have a right to expect from their leadership an environment in which their efforts can be fully directed toward mission accomplishment, free from unequal treatment.
2. Leaders are expected to enforce the Army standards to the fullest in this regard. They must continue to ensure that the environment, in which Soldiers work and live, is free of discriminatory practices. Each individual has the right to compete for advancement based on abilities and merit—irrespective of race, color, religion, gender, or national origin. Leaders at all levels have an obligation to create and maintain an environment with zero tolerance for discrimination or harassment, including sexual harassment.
3. The chain of command is the preferred channel for addressing alleged discriminatory practices and for the communication of equal opportunity concerns, issues, or complaints. Battalion and company commanders will ensure that all members of their commands are fully aware of procedures for registering equal opportunity complaints. Such complaints will be vigorously investigated, with responsive feedback provided to the complainant without fear of reprisal, coercion, or intimidation. Any complaint so submitted will be brought to my personal attention immediately. A complaint can also be initiated through Brigade Equal Opportunity Advisor, the Post Equal Opportunity Advisor, the Staff Judge Advocate, or Inspector General. Complaints can also be brought to my personal attention through my "open door" policy.
4. Equal opportunity training is required **quarterly** and must be reflected on company training schedules.
5. Each subordinate command will establish an EO policy letter and post it, along with any higher headquarters policy letters, on unit bulletin boards in a high visibility area. Commanders must also periodically assess the climate of their unit. IAW FR Reg 350-1, all commanders will conduct a unit climate assessment within **90 days** of assuming command and **annually** thereafter. As a part of this assessment company level

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SUBJECT: Brigade Commander's Policy on Equal Opportunity

commanders will at a minimum conduct a Command Climate Survey. Other assessment tools available to commanders are the Military Equal Opportunity Climate Survey (MEOCS), the Ethical Climate Survey, and the Unit Climate Profile (UCP). Commanders should supplement any survey efforts with individual and group interviews, sensing session, the analysis of unit records, and review of complaint reports.

6. As so aptly expressed by the Chief of Staff of the Army and by the Secretary of the Army: "We must continue to demonstrate that America's Army is the equal opportunity leader for the nation and the institution where men and women of diverse backgrounds can achieve their full potential in support of the Army's mission."

7. The 1st Brigade Equal Opportunity Office is located in building 7006, 239-9622.

8. "Devil Brigade!"


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HEADQUARTERS 1st BRIGADE, 1st INFANTRY DIVISION (MECH)
FORT RILEY, KANSAS 66442-5100

REPLY TO
ATTENTION OF

Brigade Command Policy Letter #4

AFZN-BA

1 June 2006

MEMORANDUM FOR 1st Brigade, 1st Infantry Division (Mechanized)

SUBJECT: Equal Opportunity (EO) Complaint Procedures

1. References.

- a. Army Regulation 600-20, Army Command Policy, 01 Feb 06, Chapter 6
- b. CG's Policy Letter 11-3

2. Purpose. To define procedures for submitting equal opportunity or sexual harassment complaints that allege unlawful discrimination or unfair treatment on the basis of race, color, religion, gender or national origin.

3. Applicability.

a. The 1st Brigade, 1st Infantry Division will provide equal opportunity and fair treatment without regard to race, color, gender, religion or national origin and provide an environment free from unlawful discrimination and offensive behavior. This policy

(1) Applies to Soldiers (assigned or attached), family members and Department of the Army (DA) civilians of the 1st Brigade, 1st Infantry Division (Mechanized).

(2) Applies both on and off post, during duty and non-duty hours.

(3) Applies to working, living and recreational environments (including both on and off-post housing).

4. Rights and Responsibility.

a. Soldiers, family members and DA civilians have the right to:

(1) **Present a complaint to the command without fear of intimidation, reprisal or harassment.**

(2) Communicate with the commander concerning their complaints.

(3) Receive assistance when submitting a complaint.

(4) Receive training on the Army's Equal Opportunity complaint and appeals process.

b. Individuals are responsible for:

(1) Advising the command of the specifics of sexual harassment and unlawful discrimination complaints and providing the command an opportunity to resolve the issue.

(2) Submitting only legitimate complaints and exercising caution against unfounded or reckless charges.

c. While not required, it is recommended that the individual attempt to resolve a complaint by first informing the alleged offender that the behavior must stop. Attempts should always be made to solve the problem at the lowest possible level within the organization.

d. **Leaders will ensure that complainants are protected from reprisal.**

5. Policy.

a. Leaders should refer to AR 600-20, Appendix D, CG's Policy 11-3 or the BDE EO Advisor for information and assistance when receiving and handling EO Complaints.

b. Two types of complaints may be filed.

(1) Informal complaint. This is any complaint that a Soldier, family member or DA civilian does not wish to file in writing. Informal complaints may be resolved directly by the individual, with the help of another unit member, commander, or other person in the complainant's chain of command. Typically, those issues that can be taken care of informally can be resolved through discussion, problem identification, and clarification of the issues. An informal complaint may be most appropriate for minor infractions, when the complainant simply wants the behavior to stop. Informal complaints are not subject to time suspense nor are they reportable. Leaders will follow up on informal complaints and keep the complainant informed until the complaint is resolved.

(2) Formal complaint. This is a complaint filed in writing and sworn to by the complainant as to the accuracy of the information using DA form 7279-R, Equal Opportunity Complaint Form, Apr 99. Formal complaints require specific actions and are subject to timelines and require documentation of actions taken. The complainant should file his or her complaint with the commander at the lowest echelon of command at which the complainant may be assured of receiving a thorough, expeditious, and unbiased investigation of the allegations. Upon receipt of the complaint, the commander will ensure that the complainant has been sworn to the complaint. The commander will

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SUBJECT: Equal Opportunity (EO) Complaint Procedures

either conduct an investigation personally or immediately appoint an investigating officer according to the provisions of AR 15-6. **The commander will establish and implement a plan to protect the complainant, any witnesses, and the alleged perpetrator from acts of reprisal.**


c. Processing of EO complaints through the unit chain of command is strongly encouraged, however, it does not serve as the only channel available to Soldiers to resolve complaints. Complainants retain the option of filing their complaint with alternative agencies. Each of these agencies provides expertise in specific subject areas. Commanders will not prevent Soldiers from using these channels in accordance with the procedures established by each agency.

- (1) Higher echelon of complainant's chain of command.
- (2) Equal Opportunity Advisor
- (3) Inspector General
- (4) Chaplain
- (5) Provost Marshal
- (6) Medical Agency Personnel
- (7) Staff Judge Advocate
- (8) Chief, Community Housing Referral and Relocation Services Office

d. It is important that all Soldiers, family members and DA civilians serving with the 1st Brigade, 1st Infantry Division (Mechanized) are aware of the channels available for complaint resolution. I encourage you to allow your chain of command the opportunity to resolve your complaint, but I am committed to make my special staff available when needed.

6. Supersession. This policy memorandum is a new command policy as directed by AR 600-20, update FEB 06.

7. "Devil Brigade!"


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